

GUIDANCE FOR THE FY07 SFC SELECTION BOARD

1. General:

a. The board will recommend for promotion to Sergeant First Class (SFC) the best qualified Staff Sergeants (SSG) in each Military Occupational Specialty (MOS) to meet the needs of the Army.

b. All noncommissioned officers (NCO) who are recommended as "best qualified" for selection must first be considered "fully qualified" for promotion to SFC. In determining whether an NCO under consideration is fully qualified for selection, the board should satisfy itself that the NCO is qualified professionally and morally, has demonstrated integrity, is physically fit, and is capable of performing duties expected of an NCO with those qualifications in the next higher grade or position. Selection is not intended as a reward for past performance.

c. An understanding of our Army's past and future strategies must guide you as you evaluate and select our future SFCs. Increased time on station provides cohesion in our units across the Army. Soldiers will, in fact, be serving in duty positions, units, installations, and military communities for considerably longer periods of time as we move to support modularity and Army transformation. The quality of our NCO Corps today is unequalled in the Army's history. Your evaluation of each NCO should be based upon performance and potential for future service.

d. Due to the implementation of "Stop Loss," Soldiers normally ineligible for promotion consideration due to reaching their Retention Control Point (RCP), and who are impacted by "Stop Loss," will be eligible for promotion consideration, provided they are otherwise eligible. Soldiers impacted by "Stop Loss" with previously approved retirements will be considered fully eligible for consideration, provided otherwise eligible.

e. On 13 November 2002, the DCS, G-1, approved Annex E (Personnel) to the Army Mobilization Operations and Execution System (AMOPES) revision. Paragraph 1c(1)(c), TAB E (Personnel Service Support for Sustainment of the Force) to APPENDIX 2 (Military Personnel Management) to Annex E directs the suspension of the Qualitative Management Program (QMP) during contingency operations or OPLAN execution under partial mobilization. Per that directive, as a result of current contingency operations, Soldiers will not be considered for QMP by this board.

f. An isolated example of excellence or mediocrity should not be used as the sole determinant for selection or non-selection. However, non-selection may properly be based on a major disciplinary action or significant professional failure (e.g., relief for cause, lack of integrity, moral turpitude).

g. Army transformation has caused rapid authorization growth. As a result, there are unprecedented recruiting and training requirements. Involuntary extensions that result in increased time on station for Drill Sergeants and Detailed Recruiters should not reflect negatively on the Soldier when considered for promotion. Further, at the direction of the Army, former successful Detailed Recruiters have been directed to supplement the Army's recruiting effort by either being involuntarily reclassified to MOS 79R or have been targeted to perform additional time as Detailed Recruiters. These Soldiers should not be unfairly disadvantaged when considered. Special consideration must be given to proponency guidance and the overall promotion potential these Soldiers otherwise might have.

h. The Army is reshaping the force at all levels through mandatory reclassifications. As a result, many Soldiers, through no fault of their own, may have unrated time in their new PMOS. The Army should not penalize NCOs who were reclassified based on the needs of the Army.

i. Recruiter (79R) Conditional Promotion to SFC:

(1) This board, if required, may consider Soldiers that are currently serving or who have previously served as a Detailed Recruiter (SQI 4) for promotion to the grade of SFC in MOS 79R. To be eligible, Soldiers must have received a minimum of one NCOER as a Detailed Recruiter and meet the basic eligibility requirements as stated in paragraph 4 of the memorandum of instruction.

(2) Promotions will only be offered to current and former detailed recruiters when sufficient numbers of 79R SFC promotion requirements cannot be met. The board will first consider all Soldiers in their primary MOS (PMOS). If the Army cannot satisfy the 79R SFC mission, and the current/former detailed recruiter is not selected for promotion in their PMOS, is found fully qualified, and has an accepted consideration statement on file, the board may consider the Soldier for possible promotion to SFC as a 79R.

2. The Enlisted Evaluation System:

a. The Enlisted Evaluation System is designed to measure and report a Soldier's job knowledge, duty performance, and potential.

b. The Noncommissioned Officer Evaluation Report (NCOER) provides a record of NCO duty performance during a given period of time in a specific job and provides an estimate of potential. Each NCOER in the file must be examined carefully. Particular attention should be given to the narrative and bullet comments; it is here that patterns of strengths and weaknesses over a period of time will appear.

(1) When evaluating the file, consideration must be given to length of time covered by each NCOER and the consistency of ratings over time.

(2) Although all parts of the NCOER are significant, particular attention should be given to:

(a) Scope and degree of responsibility in terms of resources, people, facilities, and dollars managed, as outlined in the job description.

(b) Trends in professional ability and performance, with special emphasis on the specifics of performance as they relate to the Soldier's MOS and duty description. You should also give consideration to tactical and technical proficiency and the Soldier's ability to communicate effectively.

(c) Specific potential recommendations by the rating officials.

(3) Study in detail the bullets of the NCOER to validate the rater and senior rater block marks. It is your responsibility to determine if the bullets fully justify the particular block that has been checked. A justified rating of "success" is an indication that the NCO is fully qualified. Ratings of "excellence" should be supported by specific examples and measurable results and should indicate that the NCO is clearly better than most others.

3. Overall Performance: An evaluation of demonstrated professionalism and potential for future service cannot be measured without a complete and objective review of each NCO's entire background. The following areas should be given careful consideration:

a. Level of Responsibility: Those NCOs who perform the tough, high-risk, demanding jobs well have demonstrated promotion potential. Level of responsibility should be a multiplier in an overall evaluation of performance.

b. Trends in Efficiency: Upward or downward trends in efficiency must be considered in light of the degree of experience and level of responsibility. Junior NCOs can be expected to make honest mistakes from which they learn and improve their performance. The manner of performance in more recent years should take priority over performance in earlier years.

c. Military Education:

(1) There will be a number of SSGs in the eligibility zone who have not completed their Basic Noncommissioned Officer Course (BNCOC). Under ordinary circumstances, these NCOs would not be eligible for promotion consideration. However, it was determined that due to Army's operational environment, some Soldiers were either removed from BNCOC or not allowed to attend. Had they not been affected by

operational environment, they would have potentially been graduates and fully eligible for promotion consideration. Thus, on a case-by-case basis, the DCS, G-1, waived the NCOES requirement for eligibility and these NCOs are otherwise eligible for consideration. Had this exception not been made, these NCOs would have been disadvantaged due to the operational environment through no fault of their own.

(2) Successful completion of other vigorous courses of instruction, especially the Battle Staff NCO Course, demonstrates the NCO's dedication, commitment, and motivation.

d. Civilian Education: Pursuit of civilian education above the high school level concurrent with military duty is indicative of dedication to self-improvement, effective time management, and potential for future academic success.

e. Professional Values: Throughout the selection process, consideration must be given to the demonstration of the seven Army values. NCOs who demonstrate the professional Army values – loyalty, duty, respect, selfless service, honor, integrity and personal courage, are the foundation of the Army. NCOs whose performance reflects a strong commitment to these values should be favorably considered.

4. Range and Variety of Assignments: The board must consider the type of assignments the NCO has held. The essence of effective performance as a senior NCO is the application of sound leadership and management capabilities. You should, therefore, examine each candidate's past performance in all types of leadership positions.

a. Particular attention must be given to selection of individuals who have demonstrated their suitability for positions of responsibility and whose performance has been consistently outstanding in a variety of assignments.

b. A variety of assignments at different levels are important. Remember, however, in many cases the individual has little, if any, control over the type of assignment he or she receives. Also, certain MOSs have a tendency to place the individual in a field of specialization. If the Army is to effectively align its force to meet skill requirements, selectees must be fully qualified in the MOS in which they are promoted to SFC.

c. It is essential the Army have NCOs who are outstanding troop leaders. It is equally important to have NCOs who can provide leadership in the specialty areas and supporting staffs and units, many with highly technical missions. The board must pick the best NCOs and, in the process, recognize that various jobs require different strengths, techniques, and background experience. There are specialties with limited opportunities for leadership, but with significant requirements for management and technical skill.

d. Manner of performance in the following areas should be carefully considered:

(1) Combat Experience: Ours is a nation at war and will continue to be for the foreseeable future. Victory in the Global War on Terrorism is non-negotiable. No other duty demands more of our Soldiers and NCOs than deployment to a combat zone. The manner of performance of duty, while in a combat zone, should be carefully considered when identifying those who are best qualified for promotion. However, the absence of combat experience or deployment should not be a basis for non-selection. NCOs should not be penalized because they have not had the opportunity to serve in combat or deploy.

(2) Transition Teams: Special attention should be paid to NCOs serving on Transition Teams in the current environment and foreseeable future. The invaluable experience these NCOs are receiving in these tough assignments will posture them for success in future leadership positions in the operational environment. Transition Teams are the key force multiplier that will enable the United States to hand over security responsibilities to host nation security forces. Transition Teams live and operate under very austere conditions and are embedded within Iraqi or Afghani units at the battalion, brigade, and division level. The teams may be called Military Transition teams (MiTTs), Special Police Transition Teams (SpTTs), or Border Teams. The members of the teams are subject matter experts in their fields and serve as both advisors and trainers as well as a coalition link to force enablers for the foreign command group and their staff. They directly represent the United States of America and are charged with coaching, teaching, and mentoring host nation security forces while simultaneously conducting combat operations as embedded part of the host nation security force. The board should understand the challenging nature and demands of these jobs and provide appropriate consideration in the overall evaluation of each NCO's record.

(3) Provisional Reconstruction Teams (PRTs). PRTs assist the Afgha government in stabilizing the country, encourage international and non-governmental organizations to operate in rural area, and facilitate reconstruction. Their primary functions focus on the coordination of the reconstruction process, identification of reconstruction projects, conducting village assessments, and liaising with regional commanders. Members of the PRTs work closely with provincial governors, local leaders and elders, Afghan government ministers, the United Nations, and other international agencies. PRTs operate in remote areas where other non-governmental organizations traditionally have no presence, providing a more stable and secure environment and a tangible oversight of central government programs.

(4) Drill Sergeant Duty: Drill Sergeant duty is representative of the Army's most demanding and challenging troop leadership positions for NCOs. They are highly skilled and are among the most capable trainers in the Army. Drill Sergeants demonstrate positive leadership in a high stress environment and serve as mentors for trainees

during their most formative period as Soldiers. Drill Sergeants have passed the tough screening process of assignment, undergone the rigorous training requirements, and successfully accomplished a demanding duty. This is indicative of the individual's exceptional capability for higher levels of responsibility and that they possess, to a high degree, the qualifications required for promotion.

(5) Recruiting Duty: Recruiters provide the strength for the Army. Recruiting is a tough and demanding skill that requires dedicated and motivated NCOs to perform as recruiters, commanders, trainers, and leaders. Soldiers selected for this assignment are sometimes unsuccessful and may be relieved without prejudice. Recruiters have passed the tough screening process of assignment, undergone the rigorous training requirements, and successfully accomplished a demanding duty. This is indicative of the individual's exceptional capability for higher levels of responsibility and that they possess, to a high degree, the qualifications required for promotion. The Army directs reclassification of Soldiers to MOS 79R (Recruiter) to serve as Detailed Recruiters in an effort to meet the Army's increased accession mission. Due to a dynamic and challenging market, recruiting duty is an absolute critical link to meeting the Army's accession goal. Detailed Recruiters should not be penalized because they have not had the opportunity to perform traditional duties outlined in their individual career maps. Many Detailed Recruiters do not have equivalent experience or rated time in their PMOS. Success as a recruiter indicates an NCO who is highly skilled in the areas of leadership, training, communication and independent action and thought, which are desirable qualities in our future enlisted leaders.

(6) Reserve Component (RC) Duty: Reserve Component units are a significant and vital part of our Total Army warfighting capability, and the Army leadership instituted systems and programs to ensure quality NCOs receive these assignments. NCOs in the Training Support Brigades (TSB) provide comprehensive lane training and serve as Observer Controllers/Trainers and AAR facilitators for RC units. They spend 100 percent of their time on training management and training evaluation, developing exceptional experience and proficiency. Army National Guard advisors and NCOs in full-time support to U.S. Army Reserve units are principal advisors to the commanders and Soldiers of these units and must demonstrate not only technical and tactical proficiency, but also manage effectively in a turbulent, resource-constrained environment. TSBs replaced Readiness Groups and Regional Training Brigades to execute missions such as training evaluation and assistance for gunnery and maneuver lanes of Force Support Package units. Additionally, TSBs may deploy as a Mobilization Assistance Team to support mobilization operations and provide the commander assistance in the processing, validation, training, and deployment of select RC units.

(7) Specially Managed Personnel: These are individuals assigned to classified special mission units (to be provided under separate cover). Because of the uniqueness of these assignments, their importance to national security, and their readiness priority, the following information is necessary when considering these NCOs.

(a) These are special mission forces with classified assignments and are not the same as Special Forces.

(b) Assignment to these units is voluntary.

(c) Individuals, both operational and support, are selected for assignment through a demanding assessment process found nowhere else in the Army.

(d) Enlisted operational personnel are assessed as MOS-immaterial. They received highly specialized training, which in most cases is not related to the duties in their PMOS. This training prepares them for the unique assignments associated with these units.

(e) Enlisted support personnel are assigned as nearly as possible within their PMOS; however, many receive training and frequently perform duties that are outside their PMOS.

(f) To take advantage of their unique skills, an individual may be assigned and stabilized for longer periods of time than you would normally expect to see in a regular Army unit--in some cases up to 20 or more years.

(g) The assessment and selection, advanced training, and stabilization policies are designed to retain highly qualified personnel in these units and should not be considered a negative factor in determining promotion potential under the "whole Soldier" concept. These assignments are extremely demanding and stressful on both Soldiers and their families. Only the most dedicated, resourceful and productive Soldiers are retained.

(8) NCO Academy Instructor Duty: NCO Academy Instructor duty is an important duty that demands exceptional skill and technical knowledge and requires dedicated and motivated NCOs. Academy Instructors serve as counselors and mentors to the junior NCOs they are developing. A successful instructor has, therefore, proven to be a skillful leader, trainer, and communicator.

(9) Military Entrance Processing Station (MEPS) Duty: The DoD recruiting mission depends upon the MEPS' proficiency in qualifying and processing applicants into the Armed Forces. These NCOs are performing duty subject to intense quality control, and successful completion of a MEPS tour indicates their ability to pay attention to detail. Especially in smaller communities, these NCOs represent the Armed Forces and must project an impeccable, professional military presence.

(10) Combat Training Center (CTC) Observer/Controller (O/C) Duty: The CTC program is critical to improving and sustaining the Army's professional warfighting

capability. NCOs selected to serve as O/Cs plan, develop, and control rotational unit training exercises at the CTCs. This challenging mission requires O/Cs to accompany an average of 12 rotations per year while serving a two- to three-year tour. O/Cs accompany rotational units throughout all phases of force-on-force and live-fire training to observe and assess individual and collective performance, teach and coach their unit counterparts, and provide performance feedback through the After-Action Review (AAR) process. They are responsible for creating and maintaining a training environment as realistic as possible, and for ensuring doctrinally correct battlefield replication.

(11) Personnel Proponent Duty: Personnel proponent duty is a demanding and highly technical duty that requires significant knowledge and ability. Soldiers serving in the branch personnel proponent offices are highly and uniquely qualified. Each is individually assessed, selected, and trained in a mission area found nowhere else in their branch. They are not easily replaced by Soldiers possessing normal branch competencies. Soldiers assigned to the personnel proponent offices are proven leaders in that they manage the careers within the CMFs.

(12) Inspector General (IG) Duty: The Inspector General approves NCOs nominated for IG assignments. They are selected because of demonstrated ability, adherence to Army values, and potential to serve in positions of increasing responsibility while in their CMF. As IGs, they must be both a specialist in their career field as well as a generalist in myriad specialty fields and functions. They serve on the commander's personal staff and provide commanders a sounding board for sensitive issues. Further, IGs understand the functions of the chain of command while being fair and impartial without regard to rank or position of the individual's involved. All IG NCOs serve as assistant inspectors general and are trained in exactly the same IG functions, policies and procedures as commissioned officers. They teach Soldiers, civilians and commanders about Army standards, policies, procedures, responsibilities, processes and systems. Therefore, the depth and breadth of tactical and technical knowledge the IG acquires encompasses virtually any Army system of interest to the commander. They must be competent and compassionate leaders while assisting members of the Total Army in solving individual, organizational, and systemic issues. As the proponent of Organizational Inspection Programs, IGs are adept at examining compliance; determining the reasons for deviations from established standards; recommending solutions; and assisting commanders with implementing corrective action. Most importantly, IGs are trained to exercise mature judgment and initiative in the execution of their duties. Members of selection boards must recognize that because the Army does not have an IG CMF, NCOs initially enter the IG detail as experts in their respective CMF, but must be trained in the IG System. They complete their detail with a much broader background and leadership experience than many of their peers.

(13) Rear Detachment Duty: The Army relies heavily upon NCOs who serve in rear detachments during the deployment of forces and combat. These NCOs have the

tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

(14) The above-mentioned list of special categories is not all-inclusive. As previously mentioned, many special duties/specialties have limited opportunities for leadership, but significant requirements for management and technical skills. CMF briefing packets are prepared by proponent personnel who are specially trained to manage the careers of Soldiers in their CMF. The fundamental purpose of the proponent packet is to serve as an information packet to the board member. They are standardized across the board and contain: CMF career patterns (charts); general information about the CMF (mission); force modernization impacts (transformation); and for each MOS in the CMF: MOS description; leadership positions; high-risk jobs and opportunities; unique MOS characteristics; military and civilian education goals; and special considerations, if any. Although important, keep in mind that proponent briefing packets do not establish selection eligibility criteria and do not constitute additional guidance to the board.

5. Derogatory Information:

a. Significance: The weight to be given derogatory information must be determined by the collective judgment of the board. Care must be taken not to unduly penalize NCOs who have had early exposure to heavy responsibilities and the inherent opportunity to make mistakes through honest but misguided effort. Little consideration should be given to comments of a derogatory nature, particularly non-judicial punishment for minor offenses, which are later followed by continuous outstanding performance of duty. Unproven allegations or courts-martial in which the individual has been found not guilty will not be considered.

b. Article 15s: Non-judicial punishment proceedings under Article 15, UCMJ, enable commanders to maintain good order and discipline by disposing of minor offenses quickly and fairly. The primary purpose of non-judicial punishment is to provide a method for commanders to determine what happened and to correct minor offenders with fair punishments while preserving rehabilitative potential. Punishment under Article 15, UCMJ, in a Soldier's early career (SPC/CPL and below with less than three years service)) should not be considered in deliberations.

c. The Army Substance Abuse Program (ASAP): A goal of ASAP is to restore to duty those substance-impaired Soldiers who have the potential for continued military service.

(1) When an individual's record reflects adverse information associated solely with a past problem involving alcohol or drug abuse and the individual has been rehabilitated and restored to full duty status, the Soldier's attitude, work efficiency, and potential for continued effective service will be the basis upon which he is evaluated.

(2) The NCO who has not responded to drug or alcohol treatment and rehabilitation programs after a reasonable period of time should not be selected.

d. Assignment limitations or training disqualification (e.g., airborne training or nuclear and chemical assignment disqualification UP AR 50-5 or 50-6): These should not, in and of themselves, be used as criteria for selection or non-selection. However, the actions, which led to the limitation or disqualification, may be appropriate for consideration.

6. Physical Fitness and Weight Control: Army policy requires that every Soldier be physically fit regardless of age or duty assignment. Weight control and physical appearance are important indicators of an NCO's physical fitness. Accordingly, in evaluating the individual's potential for selection, the board will consider general physical condition and compliance with the weight control policies of AR 40-501 and AR 600-9.

7. Medical Profiles: The board must recognize that retention has been granted to NCOs with certain medical profiles, and that some Soldiers have partial disabilities which are the result of disease, wound, or injury that do not interfere with the individual's performance of duty. An NCO who is found fit to remain on active duty by a MOS Medical Retention Board possesses the minimum medical qualifications required for assignment to any position in line with his or her grade, specialty, and profile limitations. In case of doubt, the board should bring the matter to the attention of the Director of Military Personnel Management (DMPM), ODCS, G-1, in order that further information concerning an NCO's medical qualifications may be presented to the board.

8. Photographs:

a. The lack of an organizational shoulder sleeve insignia or distinctive unit insignia (unit crest), or both, should not be considered negatively. With some exceptions, Soldiers assigned to DOD agencies, joint activities, and other federal agencies are not authorized these insignia items. Army personnel assigned to a few of these organizations are permitted to wear one or both of these items by virtue of previous HQDA approval granted to Army organizations which became DOD agencies or joint activities.

b. Photographs in DAPMIS are valid for up to five years. After that period, they are deleted from the system. Therefore, NCOs with a photo taken prior to 30 January 2002 will not have a photograph in their record for this board.

c. Soldiers deployed to an area where photographic facilities are not available, or conditions prevent them from being photographed, are temporarily exempt from having a periodic photo update.

9. Record Precaution: Understand great numbers of NCOs are deployed throughout the world and may not have been provided the opportunity to review their Enlisted Record Brief (ERB). An ERB that has not been validated should not be a factor in the Board's consideration. In such a case, board members should look very thoroughly at other documents in the OMPF and reconstruct information normally shown on the ERB. Questions pertaining to missing ERB data should be referred to the DA Secretariat for possible further inquiry.

10. Quality and Validity of Information: Board members can help enforce the standard by identifying Soldiers who are wearing unauthorized insignia, decorations, badges, ribbons, or devices. If such cases are found, identify them to the DA Secretariat staff.

11. Personal Knowledge: The board may not use unsolicited favorable or unfavorable information (personal knowledge) in its deliberations. In the event a board member has personal knowledge of an NCO's performance that is not documented in the record provided to the board, and the board member feels the information is of great significance, the board member will present the information to the board president. The board president will request authority from the DMPM to release the information to the board.

12. Marital Status: You may not consider a Soldier's marital status, or the employment, education, or volunteer service of the Soldier's spouse, when making your selection recommendations. NCOERs may no longer contain references to information that reflects favorably or unfavorably on the NCO based solely on his/her marital status. As a result, you must disregard such prohibited information if it is reflected in documents you review.

13. Select Objectives for SFC:

a. The DA Secretariat will provide select objectives by MOS after all records have been voted. SFC select objectives indicate the number of selections to SFC that may be made from each MOS.

b. To provide promotion opportunity for NCOs in MOS with a zero select objective, the board will identify the top five percent of SSGs in these MOSs and refer any NCO with significant experience in a secondary, additional, or duty MOS for promotion consideration in that MOS. In order to be recommended for selection in one of these MOSs, the NCO must have demonstrated potential to be reclassified successfully without additional formal training in the MOS. Promotion will be contingent on reclassification into the new MOS.

c. As a minimum, individuals selected must be, in the judgment of the board, fully qualified for promotion to meet the needs of the Army. In the event the panels, or the

board as a whole, determine that the quality of the individuals in a particular MOS, or in the overall zone, is such that selection of the numbers directed would not be in the best interest of the Army, the president of the board should seek additional guidance from the DMPM.

14. Standby Advisory Board: Some members of the board will be selected to sit on Enlisted Standby Advisory Boards to review cases for removal from existing promotion lists, for promotion reconsideration, and for initial promotion consideration. These boards will be convened under a separate MOI.